



Paul J. Hoeper, ASAALT and AAE

Annual Army Acquisition Workshop . . .

REVISITING THE ARMY TRANSFORMATION

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Introduction

One year ago, in presenting his vision of the Army of the 21st century, Army Chief of Staff GEN Eric K. Shinseki called for the transformation of the Army into a force that is strategically responsive and dominant across the full spectrum of operations.

The response to this call was clearly evident at the annual Army Acquisition Workshop in Orlando, FL, Aug. 23-25, 2000, where more than 200 conferees convened to examine key initiatives related to "Transforming The Force." Attendees included program executive officers (PEOs); deputies for systems acquisition (DSAs); acquisition commanders; and product, project, and program managers (PMs).

MG William Bond, Commanding General, U.S. Army Simulation, Training and Instrumentation Command (STRICOM), welcomed participants and introduced Paul J. Hoeper, Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT) and Army Acquisition Executive (AAE). Hoeper opened the workshop by acknowledging the pivotal role the acquisition, technology, and logistics community

will play in the transformation effort. Hoeper noted the importance of Army recapitalization efforts to ensure soldiers have what they need on the battlefield. Recapitalization, he said, is key to both readiness and the transformation. Hoeper also noted that logistics reviews are essential and that logistics issues must be addressed at the outset of the acquisition process. In looking beyond interim brigade combat teams (IBCTs)—the first step in the Army's transformation—Hoeper said aviation and missile defense will be essential despite the emphasis on land vehicles. Throughout the transformation, Hoeper concluded, the soldier will be the focus of attention.

Offering Perspectives

Following Hoeper's address, a number of updates on various ongoing transformation initiatives were presented. Many shared some of the challenges ahead.

MG Joseph M. Cosumano Jr., Assistant Deputy Chief of Staff for Operations and Plans for Force Development, HQDA, outlined some of the operational and acquisition challenges that must be addressed dur-

ing the transformation process, including the deployment of forces; executing various warfighting scenarios; and redirecting research, development, and acquisition resources.

LTC Marion H. Van Fosson, Product Manager, Future Combat Systems (FCS), opened his remarks by stating that U.S. Forces face complex environments and missions. His office, he said, is leveraging all available technological opportunities to get the best ideas included in the design of FCS. The ultimate goal is to provide soldiers with the best combat-fighting system possible.

COL William Bransford, Deputy Chief of Staff for Combat Developments, Army Training and Doctrine Command (TRADOC), stressed that the Army cannot afford to take a "timeout" during the transformation. He called for tough, realistic training programs, strong leadership, and outstanding technology and soldiers to help the Army gain the lethality, mobility, and survivability overmatch it needs to defeat the enemy. All of this is even more important because today's Army faces an operational environment where new enemy

forces, weapons, and tactics have fundamentally changed the nature of combat.

COL William Ehly, Director, Systems Integration Directorate, OASAALT, acknowledged that the OASAALT perspective is in sync with TRADOC, the Office of the Deputy Chief of Staff for Operations and Plans, and the Office of the Deputy Chief of Staff for Logistics. The OASAALT and the Army Acquisition Corps, he added, fully support the Army Chief of Staff's transformation goals.

Frank Apicella, Technical Director, Army Evaluation Center, Army Test and Evaluation Command (ATEC), presented an ATEC perspective. Two of the key actions ATEC performs for the transformation effort are refinement of the Army's initial operational test and evaluation strategy and supporting TRADOC in assessing transformation training of the first battalion of the IBCT.

Speaking from the warfighter's perspective, COL Charles Guta, Principal Assistant Responsible for Contracting, U.S. Forces Command (FORSCOM), said FORSCOM also is in sync with the Army Chief of Staff's transformation goals. Challenges to achieve these goals include equipping IBCTs with an initial operational capability and acquiring the equipment and systems necessary to maintain ongoing readiness and operational tempo.

MG Charles Cannon Jr., Acting DCSLOG, praised the acquisition and logistics communities for establishing one of the Army's "best-ever" partnerships. This partnership, he said, presents a great challenge while at the same time offers the potential to achieve great things for the Army. Cannon also emphasized the importance of the legacy force, the interim force, and the

objective force in the Army's transformation. Ultimately, Cannon concluded, the focus will be on the warfighter's needs.

COL Glenn J. Harrold, Assistant Deputy for Readiness, Office of the Deputy Assistant Secretary of the Army (Logistics), focused on recapitalization as a method to deal with the impact of aging fleets on our current forces. Recapitalization, he said, will allow the Army to restore systems to a like-new condition, thus improving their appearance, performance, and life expectancy. The insertion of new technology will also be used to improve reliability and maintainability. Harrold concluded that the concept of recapitalization is very simple, but execution is very challenging.

Keith Charles, Acting Director, Acquisition Education, Training, and Career Development, Office of the Deputy Under Secretary of Defense for Acquisition Reform, departed from the general workshop theme to present a personnel management overview on "Shaping The Workforce for the 21st Century." Charles directs a special task force to determine future personnel requirements for the Acquisition Workforce. His riveting address, supplemented by "hard-hitting" statistics, provided some of the initial findings of his task force. The impetus for examining future recruitment and hiring practices, Charles said, is the fact that 50 percent of the Acquisition Workforce will be eligible to retire by 2005. Changes in workforce demographics, in workforce education and skill requirements, and in workforce values will require different employment approaches, he added. Charles noted that new employees will have different employment options, different career expectations, and will be expected to lead and be multifunctional. Among the strategies suggested by the task force to deal with these changes is development of a human resources strategic management plan. That plan will identify what needs to be done and who is needed to do it. In the area of recruiting, the task force suggests establishing recruiting programs, strategic partnering efforts with universities and the private sector, and marketing DOD as an attractive place to work. Charles concluded by stressing the urgency of addressing the challenges unveiled by his task force.

Charles' presentation was followed by an awards ceremony honoring PMs and Acquisition Commanders of the Year. (See article on Pages 22-23 of this magazine.)

MG David Gust, Army Materiel Command Deputy Chief of Staff for Research, Development and Acquisition, concluded the



MG Joseph M. Cosumano Jr., Assistant Deputy Chief of Staff for Operations and Plans for Force Development, HQDA

opening day's briefings with an amusing historical perspective on the establishment and sustenance of PEOs.

Dinner Speaker

Gil Decker, Executive Vice President, Engineering and Production, Walt Disney Imagineering, and former Assistant Secretary of the Army for Research, Development and Acquisition (ASARDA) and AAE, was the guest speaker at a dinner hosted by Hooper. In his presentation, "The Science of Making Magic: Engineering, Project Management and Technology," Decker used slides of actual "show-and-ride" systems to demonstrate Disney's project management and technological achievements. He pointed out many similarities between Disney and the Army in product development and fundamental project structure. Both the Army and Disney face highly economically driven deadlines with pre-defined budgets, he said. The difference, he stated, is in program stability where, unlike the Army, industry knows how much time they have to complete a project and how much money they have to do it.

Additional Presentations

MG Bond opened the second day of the workshop with an update on STRICOM's role in the Army's transformation, emphasizing that this role is more challenging than ever in view of the Army's efforts to modernize, digitize, and transform its forces. As the Army's materiel training developer, STRICOM provides cradle-to-grave modeling and simulation (M&S) support to PEOs and PMs. STRICOM also provides instrumentation, targets, and threat simulator systems to training and instrumentation sites.



COL Glenn J. Harrold, Assistant Deputy for Readiness, Office of the Deputy Assistant Secretary of the Army (Logistics)

One of STRICOM's initiatives is teaming with industry to find information technology applications for Army training systems.

Karen Walker, Army Acquisition Executive Support Agency Director, reviewed the design and development of a decision template that will be used in reviewing acquisition programs to transition them from science and technology to centralized management, from centralized management to PEOs and DSAs and between PEOs and DSAs, and from centralized management to functional staff management. The template, Walker said, resulted from a memorandum signed by Hoepfer and Army Vice Chief of Staff GEN John M. Keane directing that program transitions occur at initial operational capability and be approved by the AAE.

MG Bruce K. Scott, Commanding General, U.S. Army Security Assistance Command, presented a tutorial on the impact of worldwide foreign military sales (FMS) and how his command serves as the executive agent for the management, administration, and implementation of all Army FMS programs.

Dr. Hank Dubin, Director for Assessment and Evaluation, OASAALT, examined the pros and cons of managing programs to exit criteria. He suggested that programs could be managed by focusing on exit criteria if it is a good indicator of delivering what is needed to the customer. Dubin noted that exit criteria ensure that progress is made and that we're ready to transition to the next phase.

COL James R. Moran, Program Manager, Abrams Tank System, talked about the operations and sustainment costs involved with aging tank fleets. Unlike Army systems of the past that were declared obsolete and replaced, today's Army systems must remain in the inventory for at least another 20 years. Moran called for joint efforts to address



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funding issues and to ensure the Army is improving the reliability and sustainability of obsolete systems.

COL Bryon Young, Commander, Defense Contract Management Agency (DCMA)-Raytheon, Burlington, MA, spoke on behalf of many DCMA commanders in addressing current acquisition issues, including the difficulty in finding cost savings at the program level; diminished competition (government view) versus more intense competition (industry view); varying "prime-to-sub" relationships; the challenge of government process re-engineering; and enduring a reduced government workforce.

Frank J. Lalumiere, Executive Director, Program Integration, DCMA HQ, Fort Belvoir, VA, provided a programmatic overview of DCMA. He noted that DCMA is a service-oriented organization with one focus—providing contracting assistance to program managers and procuring contracting officers to help the warfighter.

The Army's newly established partnership with the University of Southern

California's Institute for Creative Technologies (ICT) was the subject of a luncheon briefing by Dr. Jim Blake, Senior Research Scientist, STRICOM; and Richard Lindheim, ICT. They discussed ICT's ability to leverage the entertainment industry's M&S and training expertise that will ultimately benefit Army transformation efforts. Although the partnership is just over a year old, Lindheim termed it "a success."

Elective Sessions

This year's workshop featured the following elective sessions, which allowed a more comprehensive examination of transformation issues: *New Direction For Defense Acquisition Policy*, *Force XXI Initiatives WRAP/Benefits of Army Warfighter Experiments*, *OUSD(AT&L) Tri-Service Program Assessment Initiative*, *Modeling and Simulation*, *How to Request Dollars in the Pentagon*, *Acquisition Lessons Learned*, *Army Life Cycle Cost Tools*, *INSCOM Technology Protection Integration Model*, and *New Testing Technology Embedded in Weapon System Platforms*.

Closing Remarks

LTG Paul J. Kern, Director, Army Acquisition Corps, and Military Deputy to the ASAALT, referenced several of the workshop's general sessions in his concluding remarks. He said he was pleased to learn that the message of the transformation had been received throughout the Army. Additionally, Kern said, the lines of communication must be kept open to ensure the Army's transformation and recapitalization goals are successful and to ensure that the Army is able to hire the quality of people it needs.

As the closing speaker, Hoepfer called the workshop "extraordinarily successful." Referencing Kern's appeal for open communication, he praised recent Army partnerships with ICT and NASA as meaningful ventures to propel advanced M&S efforts. He also praised the partnership between the acquisition and logistics communities, adding that it should be expanded with the inclusion of the testing community.

More than 200 attendees tackled transformation issues at the annual Army Acquisition Workshop.



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